Government of Saskatchewan

Annual Report 2002-2003

Saskatchewan Labour

Saskatchewan

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Government of Saskatchewan

Annual Report 2002-2003

Saskatchewan Labour

for the fiscal year ending March 31, 2003

Published by Authority of
The Honourable Deb Higgins
Minister

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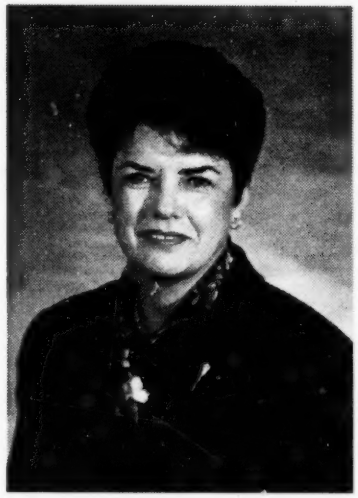
Web address for the Saskatchewan Labour 2002-03 Annual Report: http://www.labour.gov.sk.ca

Letters of Transmittal

Her Honour
The Honourable Dr. Lynda M. Haverstock
Lieutenant Governor
Province of Saskatchewan



Your Honour:

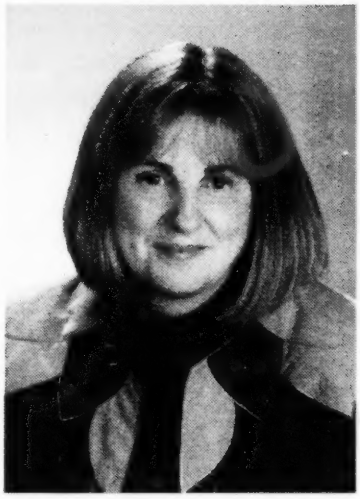
As Minister responsible for Saskatchewan Labour, it is my pleasure to respectfully submit the Annual Report for the fiscal year ending March 31, 2003.

Sincerely,

Deb Higgins

Deb Higgins
Minister of Labour

The Honourable Deb Higgins
Minister of Labour



Dear Madam:

I have the honour of submitting the Annual Report of Saskatchewan Labour for the fiscal year ended March 31, 2003.

Respectfully submitted,

Christine Tanner

Christine Tanner
Deputy Minister

Who We Are

The world of work has enormous impact on our daily lives. Paid, unpaid and volunteer labour provides us with the positive self-esteem that results from having made important contributions. Paid employment is also critical for survival: it grants us the abundance, lifestyle and security that we cherish.

Issues impacting the status and equality of women in Saskatchewan influence society as a whole and governments at all levels. The Status of Women Office located within Saskatchewan Labour provides support for the work of the Minister Responsible for the Status of Women.

Today, some 511,000 workers and 35,000 employers in Saskatchewan come under provincial jurisdiction. Our labour force consists of 279,000 men and 232,000 women. Of the 482,000 persons currently employed, 385,000 work full-time and 97,000 work part-time. Ninety-five percent of businesses in the province employ fifty or fewer people.

The work world is evolving. Dual-income families are the norm. Equity-seeking groups are an increasingly important part of the labour force. New occupations are constantly being created. Technological advances are occurring at an unprecedented rate. The Knowledge Economy is demanding better educated and trained professionals. Workers have higher expectations, while their employers are under pressure to be more competitive. These and other forces present significant challenges and opportunities for Saskatchewan Labour.

The graph below illustrates the growth and changing nature of the labour force over time.

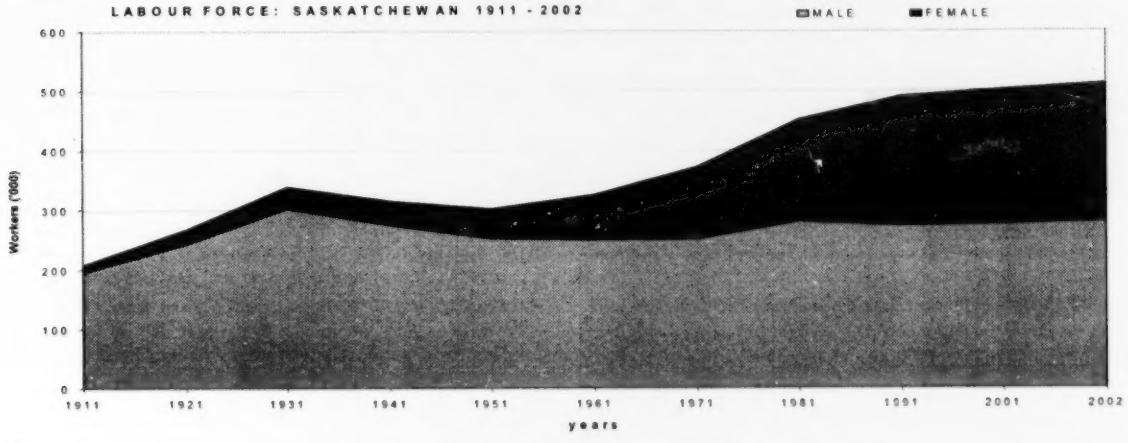
Saskatchewan Labour works with employees and employers to ensure positive workplaces and prevent negative outcomes within work environments. The Department has offices in Regina, Saskatoon, Prince Albert, Estevan, Moose Jaw, North Battleford, Swift Current and Yorkton. Our mission reflects the understanding that a thriving economy depends upon a shared commitment to safety, cooperation and equity by all employees and employers.

The 2002-03 fiscal year saw a broadening of the Department's mandate. Effective March 31, 2002, Saskatchewan Women's Secretariat was integrated into Saskatchewan Labour as the Status of Women Office (SWO).

The Department's activities are categorized into seven main areas that focus on achieving our vision of healthy workplaces and the equality of women.

This Strategic Plan discusses many of the issues confronting the Department, and outlines a blueprint for how it will continue to promote healthy and safe workplaces and the equality of women.

The Status of Women Office provides strategic direction and leadership to government on policy direction affecting the status of Saskatchewan women. Through the Interdepartmental Committee of Advisors on Women's Policy, individual departments and agencies are responsible for ensuring that women's issues are considered in government's decision-making. The Office is a single window into government for women's organizations and fosters relationships with community stakeholders.



The Labour Relations and Mediation Division provides information, training, bargaining assistance and mediation to labour and management in unionized workplaces. The Division also helps parties improve communication and enhance, as well as rebuild, both working and bargaining relationships. It delivers training to unionized workplaces in the areas of Interest-Based Negotiation and Conflict Resolution, to improve participants' problem-solving skills.

The Labour Standards Branch provides services to Saskatchewan employers and employees in support of fair and equitable workplace practices. The Branch's aim is not only to enforce the legislation, but also to ensure employees and employers are aware of their rights and responsibilities under these laws.

The Department works to improve workplace health and safety through five inter-related and complementary strategies. These include: 1) increasing employer/worker involvement in reducing workplace hazards; 2) enforcing standards through workplace inspections and other enforcement tools: 3) providing workplaces with technical support on identifying and reducing hazards; 4) providing youth and future workers with health and safety orientation; and 5) increasing public awareness of health and safety.

The Office of the Worker's Advocate provides assistance and representation to any worker, or a dependant of a worker, who has suffered an industrial accident or disease and who is involved in a dispute with the Workers' Compensation Board concerning a compensation claim. The Worker's Advocates represent injured workers or their dependants at all levels of appeal with the Workers' Compensation Board.

The Department provides the strategic development, delivery and distribution of integrated programs and educational resources to address the principles of healthy and safe, fair and co-operative workplace practices. Key areas of focus include the development of materials related to the *Ready for Work* program, the integration of occupational health and safety and labour standards information into First Nations and Metis training and educational programs and the implementation and promotion of injury prevention initiatives.

The Department provides practical assistance to Saskatchewan employers, employees and community organizations to deal with issues that result from a lack of balance between work and family. This assistance includes community development expertise on the growth of partnership groups that focus on work-family issues, as well as a range of knowledge-transfer resources that equip employers and employees to make their workplace more family-friendly.

Economic development and growth in Saskatchewan is strongly influenced by fair and balanced labour legislation. Labour Policy works with employees, employers and the associations that represent them, as well as community-based organizations and the general public to ensure that policies, legislation and regulatory frameworks balance the interests of employees and employers.

The Department works closely with the following groups because they have a primary interest in issues relating to labour standards, occupational health and safety, industrial relations, work-family/ life balance and women's issues:

Saskatchewan Federation Of Labour (SFL)

The SFL is the leading advocate on workers' rights in the province. It has over 80,000 members from 32 national and international unions. The SFL provides support for unionized and other workers in the province and serves as "Saskatchewan's voice" on local, provincial, national and international labour issues.

The SFL is one of twelve provincial and territorial federations of labour and 137 district organizations belong to the Canadian Labour Congress, which represents approximately 2.5 million unionized workers across Canada and is the "national voice" of the labour movement.

Saskatchewan Chamber of Commerce

The provincial Chamber of Commerce represents thousands of businesses and professional men and women from all sectors of the provincial economy that have joined together to promote the civic, commercial and industrial progress of their community.

Women's Organizations

The Status of Women Office works with women, women's organizations and organizations that support women to achieve social, economic, cultural and political equality for women.

The Department also considers the following groups key stakeholders:

- Canadian Federation of Independent Business (CFIB)
- Canadian Restaurant and Foodservices Association (CRFA)
- Community-Based Organizations
- Saskatchewan Safety Council
- Saskatchewan Mining Association (SMA)
- Saskatchewan Provincial Building and Construction Trades Council (SPB&CTC)
- Saskatchewan Construction Association (SCA)
- Construction Labour Relations Association of Saskatchewan (CLR)

Our 2002-03 Annual Report

The release of our 2001-02 Annual Report began a transformation in the type of information being released to the public and stakeholders. The 2001-02 Annual Report included the Department's 2002-03 Performance Plan, which outlined our plans for the future and identified key actions the Department would undertake in support of the outcomes.

Our 2002-03 Annual Report serves two functions:

- It reports progress against our 2002-03 planned actions; and
- It sets out our updated plan for 2003-04 and beyond.

We believe that reporting progress on our key actions increases our accountability to the public and our stakeholders. Our Performance Plan for 2003-04 and beyond has evolved to include a set of performance measures that will be used to gauge our progress. We will begin to report results for these measures in our 2003-04 Annual Report. In future years, our Annual Report will continue to evolve, providing more and better information to the public.

The 2001-02 Budget Address announced that government would be fully implementing a new accountability framework over the next few years, "giving Saskatchewan people solid reference points by which to judge the performance of their government". The continuing improvements in our Annual Report are tied to the ongoing implementation of this broader initiative.

2002-03 Fiscal Year Results

Overview of Plan for 2002-03 and Beyond

The following table contains the goals and objectives in our plan for 2002-03 and beyond, released in August 2002. The first part of our Annual Report outlines our progress towards our longer-term objectives.

Our Vision

Saskatchewan people work in safe, fair, representative and co-operative workplaces that contribute to the ongoing economic and social development of the province.

Goal 1 – Fair Workplaces

Objective 1: Fair treatment of workers with respect to terms and conditions of work

Goal 2 – Co-operative Workplaces

Objective 1: Improved skills for employers and workers in unionized workplaces to manage co-operative relationships

Goal 3 – Healthy and Safe Workplaces

Objective 1: Improved workplace health and safety

Objective 2: Improved balance between work and family

As part of the March 2002 government restructuring, the mandate of the Department was expanded to include responsibility for issues affecting Saskatchewan women and resulted in the establishment of the Status of Women Office. This occurred after the Department finalized its 2002-03 Performance Plan; consequently, no goals, objectives, performance measures or key actions for the Status of Women Office were included in the plan that was published in August 2002.

During the 2002-03 fiscal year, the Department developed a goal, objective and a number of key actions for the Status of Women Office, which are contained in our Performance Plan for 2003-04 and beyond [see page 36]. In order to report 2002-03 results associated with the Office, we have used the goal that was developed for 2003-04 and beyond.

Results at a Glance

The Department responded to many challenges facing employers and employees. Highlights of the most significant performance results are shown below:

Key Accomplishments

Fair Workplaces

- Reviewed the labour standards practices of 124 worksites and determined a compliance rate of 83 percent.
- Undertook 128 presentations on workplace practices relating to labour standards involving 2,600 individuals, the majority of whom were in the 15-to-24 age category.
- Increased the minimum wage to $6.65.
- Amended *The Labour Standards Act* to extend labour standards coverage to employees working in commercial hog operations.
- Amended *The Workers' Compensation Act* to enhance benefits as well as fairness in the workers' compensation system.

Co-operative Workplaces

- Delivered thirteen conflict resolution training courses and nine interest-based negotiation training courses.
- Completed ten workplace mediations with a further eleven underway.
- Assisted Saskatchewan Health in resolving the Health Sciences Association of Saskatchewan collective bargaining negotiations with the Saskatchewan Association of Health Organizations.
- Passed *The IPSCO Inc. and United Steelworkers of America, Local 5890 Collective Bargaining Agreement Act, 2002* to allow for a four-year collective agreement.
- Amended *The Health Labour Relations Reorganization Act* (consequentially through *The Regional Health Services Act*) to extend the expiry date for the period of time the Labour Relations Board is prohibited from making decisions respecting union representation in the health sector.
- Resolved high profile collective bargaining disputes at Mitchell Gourmet Foods, Regina Public Library and Biggar School Division.

Healthy and Safe Workplaces

- Worked with 300 high-risk workplaces to review and finalize their occupational health and safety programs/management systems.
- Targeted eight high-risk industries (residential, pipeline, highway and general construction; forestry/sawmills; metal manufacturing; oil/gas; and health care facilities) for focused compliance initiatives.
- Developed over 20 new partnerships with Workers' Compensation Board (WCB) surcharged employers to reduce workplace injuries.
- Introduced one WorkSafe Saskatchewan provincial prevention initiative in partnership with the WCB.
- Enhanced relationship with University of Saskatchewan Institute for Agricultural Rural and Environmental Health (I-ARE-H) to promote farm safety through joint projects.
- Worked with 30 workplaces/organizations to assist them in becoming more aware of the benefits of responding positively to work-family problems; four workplaces received more sustained consultative support.
- Developed two new community-based work-family partnerships.

- Undertook capacity-building activities with community organizations. Events in Regina, Yorkton, and Saskatoon focused on the economic benefits of family-friendly organizations. Over 90 business, labour, community, and government leaders came together to hear from two family friendly employers. A videoconference for young employees linked Regina, Yorkton and Saskatoon, and many new to looking at work-family issues came to lunch to hear a 'family-friendly' speech delivered by Ken Dryden, President of the Toronto Maple Leafs.

Equality of Saskatchewan Women

- Organized and facilitated a women's forum for over 80 participants, including 39 representatives from women's groups, and nineteen Advisors on Women's Policy, to identify issues faced by Saskatchewan women and begin development of the Action Plan for Saskatchewan Women.
- Planned and assisted in 2 two-day training sessions on gender-based analysis for 20 government agencies and departments to begin the process to integrate a gender perspective into policy and program development.
- Supported and convened an information gathering session with Northern Saskatchewan women to consult on issues facing northern women.
- Provided consultation and analytical resources to 12 pay equity projects in accordance with the Equal Pay for Work of Equal Value and Pay Equity Framework.

The 2002-03 department budget was $13.83 million.

Actual 2002-03 expenditures were $13.77 million, a variance of $.06 million.

The following table provides a summary of actual expenditures ($millions):

Personal services	$ 9.3
Travel	.8
Transfers	.2
Supplier payments	
Contract services	.4
Communications	.3
Supplies and Services	2.1
Equipment and other assets	.5
Other Expenditures	.2
Total	$13.77

2002-03 Performance Results

The following section provides detailed information on the progress that we have made towards our longer-term objectives.

Goal 1 – Fair Workplaces

Objective 1 – Fair treatment of workers with respect to terms and conditions of work

The Labour Standards Act and *The Labour Standards Regulations, 1995* set out rules and minimum standards that govern the employer/employee relationship. Compliance with these rules supports a prosperous Saskatchewan. Non-compliance often causes frustration in the workplace and negatively affects employees, their families and competing businesses. This, in turn, may lead to unproductive resource allocation or actions.

To achieve or enhance compliance, the Labour Standards Branch provides employers and employees with targeted, timely access to pertinent labour standards information, which can be used to resolve or avoid workplace concerns without having to resort to a formal complaint. It also undertakes targeted educational and compliance initiatives and provides informational sessions on new regulation, investigates and resolves formal complaints.

Key Results

The key actions for this objective, originally presented in our 2002-03 plan, are shown below, followed by our actual progress towards the key action. Results have been included for all key actions that were published in our 2002-03 Performance Plan

- Initiate labour standards educational and compliance initiatives in specific sectors *[2002-03 planned result]*.

  In addition to investigating complaints, performing information and promotion sessions, officers undertook a worksite practices compliance review and visited worksites with non-standard hours of work permits.

  The worksites were selected based on region as well as a risk assessment on the likelihood of non-compliance. The reviews included construction, service and manufacturing sectors.

  One hundred and twenty four worksites were visited: 37 in Regina, 40 in Saskatoon and 47 throughout the rest of the province. Labour Standards Officers found compliance in 83% of the worksites visited. Included in the review was a query about non-standard worksite practices. In response 94% of employers and 93% of employees indicated that non-standard worksite practices authorized by the Director of Labour Standards were meeting their needs.

  Future follow-up action is planned for non-compliant worksites.

- Provide awareness and education programs to high schools, post-secondary educational institutions and employment centers to develop the knowledge and skills of future labour force entrants, particularly the 15-to-24 age group, about workplace practices *[2002-03 planned result]*.

  Delivered 128 presentations on fair workplace practices relating to labour standards with approximately 2,600 youth participating in the 15-to-24 age category.

  Increased the knowledge and awareness of fair workplace practices relating to labour standards of more than 3,000 youth enrolled in high school and post-secondary employment programs through participation in 11 career fairs.

  Increased the knowledge of fair workplace practices by distributing labour standards materials and publications to more than 4,000 Aboriginal youth from northern Saskatchewan communities as part of the IANE (Interprovincial Association on Native Employment) Career Symposia.

  Delivered 11 workshops on fair workplace practices relating to labour standards to approximately 400 Aboriginal youth in Northern communities.

Participated in the training of 86 teachers as part of the Ready for Work Program and provided educational resources relating to labour standards legislation and fair workplace practices.

Oriented more than 13,000 entry-level SIAST students to fair workplace practices through the distribution of labour standards resources.

In addition to progress made on planned actions, other key accomplishments included:

- Increased the minimum wage to $6.65.
- Amended *The Labour Standards Act* to extend labour standards coverage to employees working in commercial hog operations.
- Amended *The Workers' Compensation Act* to enhance benefits as well as fairness in the workers' compensation system.
- Completed the Survey of Wages for Saskatchewan occupations.

In the 2001 Throne Speech, the government committed to establishing a Labour-Business Roundtable that would include individuals representing a wide range of interests to address the broad issues of concern to employees and employers. The Department has, to date, been unable to reach agreement with key business and labour stakeholders on the structure and mandate of such a forum. The government's commitment to consulting with stakeholders and the public on policy issues is not reduced in any way by the absence of such a forum. The government continues to use a number of specific mechanisms to obtain the views of stakeholders and the public on current labour/business issues.

One mechanism by which government receives stakeholders' views is through various permanent committees, the majority of which are made up of representatives from organized labour and business. These include the Occupational Health and Safety Council, the Farm Safety Council, the Radiation Health and Safety Committee, the Minimum Wage Board, the Workers' Compensation Act Committee of Review and the Youth Reference Group.

In addition, other committees are established to address specific issues including labour relations, labour standards and part-time work. These forums facilitate a discussion of the issues and provide valuable feedback on government's policy initiatives. Finally, government engages a wide variety of stakeholders in ongoing discussions about issues concerning the status of women and work-family/life balance.

Measurement Results

Level of compliance with *The Labour Standards Act*.

Baseline data do not exist for this measure; consequently, we are not in a position to report progress. (See Appendix B for further information.)

Goal 2 – Co-operative Workplaces

Objective 1 – Improved skills for employers and workers in unionized workplaces to manage co-operative relationships

Workplace relationships embody many complex issues, which, if not resolved, threaten the viability of the organization and more generally the health of the economy. Successfully dealing with the issues requires that both employers and employees are skilled in joint problem solving and conflict resolution. Positive employer-employee relations that reflect co-operation and teamwork are keys to success, and essential to maintaining Saskatchewan's competitive position. Progress has been made in achieving this objective. In 2002, time lost in Saskatchewan due to strikes or lockouts accounted for only 1.6% of all person days lost in the nation. This is down from 3.2% in 2001.

Key Results

The key actions for this objective, originally presented in our 2002-03 plan, are shown below, followed by our actual progress towards the key action. Results have been included for all key actions that were published in our 2002-03 Performance Plan.

- Deliver workshops and training sessions in unionized settings to increase exposure to basic conflict resolution and problem solving skills to enhance workplace relationships *[2002-03 planned result]*.

  Thirteen Conflict Resolution training courses and nine Interest Based Negotiation training courses were delivered.

- Provide services offering training and facilitation of preventive workplace mediations *[2002-03 planned result]*.

  Ten workplace mediations were completed with another 11 workplace mediations ongoing. Three interest-based negotiations have been facilitated and completed with an additional six underway.

In addition to progress made on planned actions, other key accomplishments included:

- Assisted Saskatchewan Health in resolving the Health Sciences Association of Saskatchewan collective bargaining negotiations with the Saskatchewan Association of Health Organizations.

- Passed *The IPSCO Inc. and United Steelworkers of America, Local 5890 Collective Bargaining Agreement Act, 2002* to allow for a four-year collective agreement.

- Amended *The Health Labour Relations Reorganization Act* (consequentially through *The Regional Health Services Act*) to extend the expiry date for the period of time the Labour Relations Board is prohibited from making decisions respecting union representation in the health sector.

- Resolved high profile collective bargaining disputes at Mitchell Gourmet Foods, Regina Public Library and Biggar School Division.

Measurement Results

More positive collective bargaining relationships reported in workplaces where services have been provided

Baseline data do not exist for this measure; consequently, we are not in a position to report progress. (See Appendix B for further information.)

Goal 3 – Healthy and Safe Workplaces

Objective 1 – Improved workplace health and safety

Each year, nearly 5% of the provincial workforce suffers from a work-related injury or illness severe enough to take them off the job. The province's social and economic well-being depends on healthy and safe workplaces. The Department works to improve workplace health and safety through five inter-related and complementary strategies. These include: 1) engaging employers and workers in reducing workplace hazards; 2) making legal standards for healthy and safe work known and enforcing them; 3) providing workplaces with health and safety services to meet standards, including research, technical services, information, education and training; 4) providing youth and future workers with basic health and safety orientation before entering the workforce; and 5) increasing public awareness to promote healthy and safe practices as part of community and workplace culture.

Key Results

The key actions for this objective, originally presented in our 2002-03 plan, are shown below, followed by our actual progress towards the key action. Results have been included for all key actions that were published in our 2002-03 Performance Plan.

- Work with 300 high-risk workplaces to review and finalize their occupational health and safety programs/management systems *[2002-03 planned result]*.

  The division identified high-risk workplaces (listed in Table 7 of the Occupational Health and Safety Regulations) that are required to develop and implement an OH&S program using WCB injury data to help focus activities. Officers have conducted 430 reviews of OH&S programs/management systems.

  The Division also conducted overall reviews at 124 employers from the WCB surcharge list because these employers account for a disproportionate share of workplace injuries in Saskatchewan. Some Table 7 employers may also be WCB-surcharged employers.

- Target eight high-risk industries (residential, pipeline, highway and general construction; forestry/sawmills; metal manufacturing; oil/gas; and health care facilities) for focused compliance initiatives *[2002-03 planned result]*.

  A significant focus by Division officers has resulted in a total of 1,313 inspections in the following industries: Residential Construction, Forestry/Saw Mills, Pipeline Construction, General Construction, Metal Manufacturing, Oil/Gas, Highway Construction, Health Care Facilities.

- Develop over 20 new partnerships with Workers' Compensation Board (WCB) surcharged employers to reduce workplace injuries *[2002-03 planned result]*.

  The Division is working with the top 46 WCB surcharged employers to reduce injuries. This includes ongoing partnerships with 27 employers and the development of 19 new partnerships.

- Introduce one WorkSafe Saskatchewan provincial prevention initiative in partnership with the WCB *[2002-03 planned result]*.

  WorkSafe Saskatchewan expanded the 2002 surcharged employer initiative by engaging the nine industry sector safety associations to form partnerships with 79 employers.

  In May 2002 WorkSafe Saskatchewan developed and distributed an Occupational Health Committee Member's Notebook to each OHC co-chairperson. This tool is designed to assist the over 3,900 committees carry out their local health and safety responsibilities.

The WorkSafe Saskatchewan website has grown in popularity – monthly hits have increased to over 6,000 per month. A second version of the CD-ROM has been introduced which now includes information on such topics as aging, bullying and young workers.

- Enhance relationship with University of Saskatchewan Institute for Agricultural Rural and Environmental Health (I-ARE-H) to promote farm safety through joint projects *[2002-03 planned result]*.

  Saskatchewan Labour and I-ARE-H have agreed to coordinate efforts to compile farm-related injury and fatality data using national criteria and continue to work out the details of this arrangement.

In addition to progress made on planned actions, other key accomplishments included:

- Based on the results of the examination by the Provincial Auditor, the Division enhanced its system for monitoring occupational health committee activity and responding to issues. The Division also developed the workplace responsibility system by assisting with the establishment of 188 new committees and supported the 3,971 committees by delivering 176 training courses to 3,768 participants and providing 854 hygiene technical services.
- Inspected 2,998 workplaces and investigated 98 accidents/incidents, 13 fatalities, 62 refusals to work and 54 complaints of discriminatory actions, and responded to 191 harassment inquiries and conducted investigations on 74 cases of alleged harassment.
- Concluded a Memorandum of Understanding between the Province and the Canadian Nuclear Safety Commission (CNSC) to establish formal co-operative arrangements towards developing and implementing a harmonized regulatory regime for uranium mines and mills in Saskatchewan.
- Staff of the Radiation Safety Program lead provincial participation in the federal-provincial Uranium Miner Cohort Study, a two-part project to update the previous Beaverlodge Uranium Miners' Study (1956-1998) and to investigate the feasibility of an epidemiological study of a new cohort of "modern" uranium miners (1975 onward).
- Examined 803 samples collected in workplaces in the hygiene laboratory, provided equipment to 240 indoor workplaces to investigate concerns, provided hundreds of requests to inquiries, including 879 requests for technical support.
- Responded to 19 concerns about toxic substances, audited seven supplier material safety data sheets and investigated the cause of illness at six workplaces.
- Conducted research on preventing sharps injuries in health care. Guidelines interpreting the requirements of the regulations and addressing the use of safety engineered sharps devices are now being prepared.

Measurement Results

Lost time injury rate.

In 2002, the lost time injury rate for workers covered by workers' compensation was 4.95% (preliminary data), a 3.3% increase over 2001.

Because all workers are not covered by workers compensation, not all injuries are reported. Because of this and other methodological factors, the rate is a proxy for the actual number of workplace injuries or illnesses. Generally, the rate has decreased by approximately 30% over the past 30 years, but has levelled off during the past five. Increasing awareness about the need to report injuries, especially among young workers, could be a factor in the increasing rate.

Objective 2 – Improved balance between work and family

The significant increase in the number of dual-earner families (and lone parent families) has intensified the stress and fatigue many employees experience as they attempt to balance the needs of their jobs and their families. Employers' interest has heightened in this issue as research shows that work-family conflict impacts on the economic well being of business and service organizations in the private, public, and non-profit sectors. In 2002-03 more workplace, all-sector partnerships, and community-based groups became involved in dealing with work-family issues, and taking practical steps to create family-friendly workplaces in Saskatchewan.

Key Results

The key actions for this objective, originally presented in our 2002-03 plan, are shown below, followed by our actual progress towards the key action. Results have been included for all key actions that were published in our 2002-03 Performance Plan.

- Provide awareness training on how lack of work and family balance is affecting employers, employees, families and communities *[2002-03 planned result]*.

  The Work and Family Unit provided awareness training to a large number of Saskatchewan employers, employees, and community groups through developmental strategies which included: direct assistance to 30 workplaces/organizations/committees; a dedicated web page; a bi-monthly e-research update to 100 opinion leaders; key partnership activities including a Leaders Dinner for over 90 business, community and labour leaders, the Ken Dryden Lunch and educational presentations at numerous community events.

- Facilitate partnership with Family Service Regina to build a work/family base to develop an integrated process/structure in Regina *[2002-03 planned result]*.

  The Regina Work-Life Balance Network is now functioning and, through their efforts, Regina has held two community-wide work-family events in 2002-03

- Facilitate partnership with the Caregiver Association to organize "The Economics of Eldercare" resulting in a strengthening of the Saskatoon-based group *[2002-03 planned result]*.

  This partnership, which resulted in a well-attended event, with 120 people attending (32% Health, 18% Government, 24% Business, and 25% Other), has broadened the community-based activities in Saskatoon to clearly include a focus on employees with eldercare issues.

- Negotiate a federal grant for a community-based group with the result of an outreach program for small business in Yorkton *[2002-03 planned result]*.

  The Yorkton Work-Family Balance Network did receive some federal funding as part of a grant for activities in the province, and this group developed two outreach activities in 2002-03: one, which brought together over 40 community leaders and small business owners, and one which focused on young employees.

- Provide resources, training events, hands-on consultation, knowledge transfer venues and recognition awards to Saskatchewan employees and employers *[2002-03 planned result]*.

  The Unit consulted with the Balancing Work and Family Alliance in Saskatoon in the establishment of a 22-person Sector Council, which brings business, labour, community and government leaders together three times a year to address work-family issues.

The Unit has developed a partnership with Child Friendly Saskatoon, which will result in "Child-Friendly" employers receiving information on the effects of a family-friendly workplace.

The Unit has developed a partnership with the Balancing Work and Family Alliance and its all-sector Advisory Council to develop a province wide committee, which will work on developing a workplace recognition Work-Family Award.

The Unit partnered with the Balancing Work and Family Alliance and community-based groups in Regina and Yorkton to deliver the "Get a Life: The Quest for Work and Life Balance" Videoconference for young employees in March 2003.

Measurement Results

The extent to which our program is building capacity in all sectors – business, labour, community and government – to create more family-friendly workplaces

This was measured by:

Measure:

Number of workplaces/organizations that requested assistance in becoming aware of work-family issues

2002-03 Year Start 15
2002-03 Year End 30
Change ..... Increase of 15

Measure:

Number of work and family community based partnerships

2002-03 Year Start 1
2002-03 Year End 3
Change ..... Increase of 2

Measure:

Number of workplaces that we are assisting to make sustained culture-change

2002-03 Year Start 4
2002-03 Year End 1
Change ..... Decrease of 3*

* In 2002-03 we did not take on new workplaces to do sustained culture-change; we learned that our approach was too labour-intensive. Instead, we redirected resources to developing a set of practical tools, which employers and employees can use to create (on their own) more family-friendly workplaces. These tools have been created and field-tested and are due for release in the fall of 2003.

Information relative to these measures comes from Saskatchewan Labour, Work & Family Unit files (which includes reports on community development approaches), formal written evaluations of specific projects and feedback from community groups.

Goal 4 – Equality of Saskatchewan Women

As previously mentioned, the Department's mandate was expanded to include the Status of Women Office in March 2002. The following are the key accomplishments of the Office during the 2002-03 fiscal year.

- A goal, objective and key actions were developed for the 2003-04 Performance Plan.
- Interaction with the women's community and key stakeholders is critical for the operation of the Status of Women Office. Issues for women are highly complex and diverse. Representations and opinions of many community stakeholders who have different economic and social status in our communities need to be considered. Through this approach, different and varied perspectives and potential solutions can be obtained.
- Training in Gender-Based Analysis (GBA) has potential to have positive impacts within government as it increases the accountability of government with respect to program development. GBA leads to better government and is used to assist in systematically integrating gender considerations into the policy, planning, and decision-making processes.
- Coordinated meetings with 16 community stakeholder groups to discuss current issues and priorities of Saskatchewan women.
- Developed and distributed, to over 100 women's organizations throughout Saskatchewan, a summary of input into the Action Plan.
- Produced and distributed over 1,400 copies of two documents – *Funding Opportunities for Saskatchewan Women and Families* and *Sources of Support for Saskatchewan Women in Business*.
- Contributed to federal/provincial/territorial projects on economic security such as *Changing Workplace Culture*, and violence against women projects such as the national release of *Assessing Violence Against Women: A Statistical Profile*.
- Provided 67 grants to women's organizations to celebrate International Women's day and to participate in forums and conferences to discuss women's issues.

2002-03 Financial Results

Program	2002-2003 Budget ($thousands)	2002-2003 Actual ($thousands)	Variance Over/(under) ($thousands)	
Administrative [A]	$1,394	$1,599	205	*1
Accommodation and Central Services	1,365	1,364	(1)	
Labour Standards	1,596	1,564	(32)	
Labour Relations and Mediation	627	515	(112)	*2
Labour Relations Board [B]	802	831	29	
Labour Support Services [C]	2,489	2,501	12	
Occupational Health and Safety	5,023	4,844	(179)	*3
Worker's Advocate	538	553	15	
Total	$13,834	$13,771	($63)	

A. This branch includes the offices of the Minister and Deputy Minister, Human Resources and Administration.
B. Labour Relations Board information is contained in a separate annual report.
C. This Division includes the Assistant Deputy Minister, Planning and Policy Branch, Communications Branch, Prevention Services Branch, Work and Family Unit and Status of Women Office.

Variance Explanations

*1 Increased costs associated with salaries, travel and equipment costs.
*2 Lower than planned salary expenditures because of the delay in staffing permanent positions.
*3 Lower than planned salary expenditures because of the delay in staffing permanent positions associated with a federal-provincial agreement for mines inspection services.

Our Plan for 2003-04 and Beyond

Overview of Plan for 2003-04 and Beyond

The purpose of an annual report is to look back at the year past, but also to look forward – to provide a forecast of the challenges and opportunities ahead, and how we plan to address them. This section of our report lays out our plans for the future. It identifies the outcomes we are working towards to achieve our long-term vision of a prosperous Saskatchewan that benefits from healthy workplaces and the equality of women.

This is the second performance plan publicly released by the Department of Labour; it builds on the plan we released last summer. The Performance Plan will evolve as we continue to consult with stakeholders, clients and others in refining Labour's strategic plan.

The goals and objectives identified in the plan are multi-year in nature. Over time we will work towards achieving our objectives in support of meeting our broader long-term goals. For each objective, a series of key actions for the 2003-04 fiscal year has been developed that support advancement towards achieving our objectives. In addition, a set of performance measures has been developed that will be used to gauge our progress in achieving our objectives.

Meeting public expectations requires that the Department work closely with a number of key partners and stakeholders, including the Saskatchewan Federation of Labour, the Saskatchewan Chamber of Commerce, community-based organizations and other professional service and safety providers.

Plan at a Glance

Below is a summary of our plan for 2003-04 and beyond. The goals and objectives articulate the outcomes the Department is pursuing, which support advancement towards our vision. The performance measures are one of the key tools we will use to gauge our progress towards our objectives.

Our Vision

A prosperous Saskatchewan that benefits from healthy workplaces and the equality of women.

Goal 1 – Fair Workplaces

Objective 1 – Increased awareness of, and adherence to, labour standards legislation

Performance Measures:

- Percent of the non-agricultural workforce that filed a complaint with the Labour Standards Branch.

Goal 2 – Co-operative Workplaces

Objective 1 – Facilitate the timely resolution of collective bargaining disputes

Performance Measures:

- Percent of agreements resolved in conciliation without a work stoppage.
- Percent of agreements concluded in conciliation where a strike or lockout has occurred.
- Percent of grievances resolved in mediation.

Goal 3 – Healthy and Safe Workplaces

Objective 1 – Improved workplace health and safety

Performance Measures:

- Percent of Saskatchewan workers who are working in provincially-regulated workplaces [with ten or more workers] that have occupational health committees.
- The lost time injury rate for workers covered by workers' compensation.
- Percentage of practical and applied arts high-school students receiving instruction on the Ready for Work Program.

Objective 2 – Improved work-family/life balance

Performance Measures:

- The number of workplaces/organizations that request assistance in becoming aware of work and family issues.
- The number of work and family community-based partnerships.
- The number of workplaces receiving assistance to make sustained culture change.

Goal 4 – Equality of Women

Objective 1 – Increased reflection of issues affecting women in government policies

An *Action Plan for Saskatchewan Women* is in development and will contain performance measures relating to this objective.

2003-04 Budget Overview

Department funding supports healthy and safe, fair and co-operative workplaces in Saskatchewan and the equality of women. Health and safety and labour standards are promoted through prevention, education and training services, and through legislative enforcement. The Department provides support to injured workers and assists in preventing and resolving workplace disputes. The Department also works in partnership with other provincial departments towards the goal of equality for all Saskatchewan women. The breakdown of department spending by program area is shown below:

2003-04 budget (in thousands of dollars)

Administration	$1,119
Accommodation and Central Services	1,365
Labour Support Services	2,686
Labour Standards	1,789
Labour Relations Board	786
Labour Relations and Mediation	585
Occupational Health and Safety	5,001
Worker's Advocate	536
Status of Women Office	379
Total	$14,246

Trends and Issues

The modern workplace is more complex and diverse than that of 30 years ago. Not only is the very composition of the workforce significantly different, new industries, methods of work and markets have emerged in recent decades that have dynamically altered where, when, by and for whom work is now performed. The following, which illustrate the scope of the issues surrounding the modern workplace, are directly tied to the objectives and actions of Saskatchewan Labour's Strategic Plan.

Changing Nature of Work

Work is undergoing both structural and demographic change. The workforce is aging swiftly. Young job seekers of Aboriginal ancestry are the fastest growing segment of Saskatchewan's potential labour pool. To be adequately prepared to assume new employment roles, many youth require education and awareness respecting workplace rights. One of the most profound changes in the last part of the 20th Century has been the large-scale entry of women into the workforce, and increasingly in non-traditional occupations. Though full-time jobs still predominate, part-time, contingent, contract and self employment now comprise a rapidly growing proportion of all work performed. Saskatchewan is undergoing a major population shift from rural to urban areas and looming labour shortages will demand greater reliance on Aboriginal people, persons with disabilities, persons who are members of a visible minority and other traditionally employment-disadvantaged workers who are currently under-represented in the labour force.

One critical issue impacted by the changing nature of work is the ability of the current labour regulatory regime to address new demands. The industrial model of work, as characterized by centralized production, fixed work schedules and full-time, permanent work, allows for little flexibility. The "post industrial" model, as characterized by the current growth sectors of knowledge, information and service, globalization and free trade, are dramatically altering the way we work.

Workplace Health

A safe, healthy, family-friendly, fair and co-operative workplace is a key contributor to the province's social and economic well being. Injuries and inequity in the workplace exact a heavy toll on employers and employees, particularly new entrants to the labour force. In 2002, injuries cost employers $223.3 million in Saskatchewan in direct costs (compensation, medical aid and vocational rehabilitation). Positive employer-employee relations that reflect co-operation and teamwork are essential to meeting the challenges of the changing nature of work, thereby maintaining Saskatchewan's competitive position. A substantive increase in the number of dual earner and lone-parent families (80% of which are headed by women) has intensified the stress and fatigue many employees experience as they attempt to balance their work/life responsibilities. Research further shows that work-family conflict impacts on the economic well-being of business and service organizations in the private, public and non-profit sectors. This has stimulated both employee and employer interest for government to take a lead in addressing this issue.

Equality of Women

There are mixed messages in society and the media about the economic and social status of Canadian women. The apparent contradictions highlight the complexity of portraying and understanding the socio-economic status of women in Canada today. On one hand, the labour force participation rate of women with young children has almost doubled in the past 20 years and gains have been made in closing the wage gap. However, many changes still must occur in order to achieve economic and social equality between women and men. Although women are moving into a wider range of occupations, they continue to predominate in a small number of low paying fields. Single parenting for women is increasingly common, and women in all types of families typically still perform a disproportionate amount of the unpaid work in relation to caring for children and elders. Violence and harassment are very significant factors that characterize the lives of many women and addressing these problems more effectively is essential if women are to fully participate in our economy and society on a more equal footing with men.

Changes from 2002-03 Performance Plan

In March 2002 the Department assumed responsibility for the Status of Women Office. Our plan for 2003-04 has been updated to reflect this newly assigned responsibility and includes a new goal and objective.

In addition, the Department has revised two objectives that were previously published. The objective under our fair workplaces goal has changed from "fair treatment of workers with respect to terms and conditions of work" to "increase awareness of, and adherence to, labour standards legislation." This change was made to more accurately reflect the activities of the Department with respect to achieving the goal of fair workplaces.

The objective under our co-operative workplaces goal was revised from "improved skills for employers and workers in unionized workplaces to manage co-operative relationships" to "facilitate the timely resolution of collective bargaining disputes." This change was made to clarify that in order to achieve the goal of co-operative workplaces the primary objective is to resolve workplace disputes in a timely manner.

The following two performance measures that were published in our 2002-03 Performance Plan have been replaced in our 2003-04 plan by measures that more accurately reflect our progress to meeting the objective (See Appendix B for further information):

- Level of compliance with *The Labour Standards Act*
- More positive collective bargaining relationships reported in workplaces where services have been provided

As our performance plan continues to evolve, new measures that will provide a more balanced means for users to assess performance results will be added. For 2003-04 the following performance measures have been added to our plan:

- Percent of the non-agricultural workforce that filed a formal complaint with the Labour Standards Branch
- Percent of agreements resolved in conciliation without a work stoppage
- Percent of grievances resolved in mediation
- Percent of agreements concluded in conciliation where a strike or lockout has occurred.
- Percent of Saskatchewan workers who are working in provincially-regulated workplaces [with ten or more workers] that have occupational health committees.
- Percent of practical and applied arts high-school students receiving instruction on the Ready for Work Program.

Where Are We Headed, What We Intend To Do and How We Will Measure Progress

This section contains the detailed information of the 2003-04 Performance Plan. Under each goal a number of objectives have been established that support progress towards the broader goal statement. For each objective, a set of key actions that will be completed in 2003-04 has been identified. They are the means for making progress on the objectives. In addition, to assess whether key actions are in fact supportive of the objective a set of performance measures has been established for each objective that will gauge progress towards the objective.

Goal 1 – Fair Workplaces

Objective 1 – Increase awareness of, and adherence to, labour standards legislation.

The objective is to encourage compliance with labour standards legislation by providing employers and employees with targeted timely access to pertinent labour standards information that can be used to avoid or resolve workplace concerns without having to resort to a formal complaint; undertaking compliance initiatives; and investigating and resolving formal complaints.

Key Actions for 2003-04

- ❑ Develop and disseminate written, video and web-based information tools, to inform employers and employees about their rights and responsibilities in the workplace
- ❑ Maintain a toll-free Inquiry-Line Call Centre to provide labour standards information to the 50-70,000 workers, employers, and human resource practitioners who call annually.
- ❑ Undertake 2,000-2,500 Labour Standards investigations.
- ❑ Provide at least 100 educational presentations or workshops to young people in high schools and post-secondary settings, employment centers as well as First Nations and Metis communities, about their rights and responsibilities in the workplace.

What are we measuring?	Where are we starting from?
Measure Percent of the non-agricultural workforce that filed a complaint with the Labour Standards Branch. A prosperous Saskatchewan depends in part on productive resource allocation and actions. Non-compliance with *The Labour Standards Act* and *Regulations* that set out minimum rules governing the employer-employee relationship causes frustration in the workplace, negatively affecting employees and their families, and causes concerns for competing businesses. Such concerns often lead to unproductive resource allocation or actions. This will assist in reallocating or refocusing resources and efforts towards sectors with unacceptable compliance rates and complaints. The Department can have a significant impact on workplaces found in non-compliance. The Department has a low level of influence on complaints filed. Complaints will always be received; an acceptable target is that 99% or greater of the non-agricultural workforce should not need to file a formal complaint. Business insolvencies due to external, non-controllable factors will adversely impact this measure, as the voluntary resolution option is no longer available and formal complaints become necessary.	0.5% [2002-03]

Goal 2 – Co-operative Workplaces

Objective 1 – Facilitate the timely resolution of collective bargaining disputes

Positive employer-employee relations that reflect co-operation and teamwork are keys to success, and essential to maintaining Saskatchewan's competitive position. This is achieved by assisting the parties to move forward in the collective bargaining process, whether that involves: resolving grievances; conducting workplace mediations; facilitating interest-based negotiations as a collaborative process; or providing impartial third-party conciliation assistance to employers and unions. These processes are supported by the delivery of training in the areas of interest-based negotiation and conflict resolution, to improve communications, enhance relationships and prevent workplace disruptions. Improved employer-employee communications and relationships help to prevent workplace disruptions, improve morale and productivity, and reduce costly delays in arbitrations.

Key Actions for 2003-04

- ❑ Provide conciliation services to employers and unions requesting assistance to resolve disputes and conclude negotiations to establish or renew collective agreements.
- ❑ Conduct grievance mediations at the request of the parties to resolve disputes involving the interpretation and application of collective agreements.
- ❑ Act as an agent for the Labour Relations Board to assist in the settlement of first collective agreements, and provide conciliation or mediation services that are directed by the Board.
- ❑ Deliver training sessions to increase knowledge and awareness of conflict resolution skills that can be applied in the workplace.
- ❑ Assess and mediate workplace conflict.

What are we measuring?	Where are we starting from?
Measure Percent of agreements resolved in conciliation without a work stoppage We are measuring our ability to assist the parties to move forward in the collective bargaining process, whether that means: resolving grievances; concluding collective agreements; or allowing them to make other choices about alternatives such as arbitration or strikes and lockouts. Performance results may vary from year to year. Work undertaken by the Labour Relations & Mediation Division is subject to client demand and is cyclical in nature. The department has no influence on the level of client demand; rather, the parties bear complete responsibility for concluding their own agreement. The role of conciliation is to bridge the differences between the parties and assist them in achieving a settlement.	84% [2002-03]

What are we measuring?	Where are we starting from?
Measure Percent of agreements concluded in conciliation where a strike or lockout has occurred We are measuring our ability to assist parties to negotiate through an impasse or deadlock and achieve a collective agreement that will bring an end to a strike or lock out. These results may vary somewhat from year to year. The parties may consider using other dispute resolution mechanisms like interest arbitration to achieve final settlement of their differences. When this occurs, the Division would have no impact on the settlement. Mediation can assist the parties to resolve grievances in a great many cases but they retain the option to continue on to arbitration if that process better meets their needs.	100% [2002-03]

What are we measuring?	Where are we starting from?
Measure Percent of grievances resolved in mediation We are measuring our ability to assist the parties effectively resolve grievances as an alternative to the more expensive, time-consuming arbitration process. Performance measures may vary from year to year and can diverge from the target. Work undertaken by the Division is subject to client demand and is cyclical in nature.	87.5% [2002-03]

Goal 3 – Healthy and Safe Workplaces

Objective 1 – Improved workplace health and safety

Each year, nearly 5% of our provincial workforce suffers from a work-related injury or illness severe enough to take them off the job. The Province's social and economic well being depends on healthy and safe workplaces. The Department works to improve workplace health and safety through five inter-related and complementary strategies. These include: 1) engaging employers and workers in reducing workplace hazards; 2) making legal standards for healthy and safe work known and enforcing them; 3) providing workplaces with health and safety services to meet standards, including research, technical services, information, education and training; 4) providing youth and future workers with basic health and safety orientation before entering the workforce; and 5) increasing public awareness to promote healthy and safe practices as part of the community and workplace culture.

Key actions for 2003-04

- Develop and support the Saskatchewan Workplace Responsibility System through engaging employers and workers in reducing workplace hazards by:
  - Supporting the 4,000 current occupational health committees and adding up to 300 new committees each year with a focus on larger, higher risk workplaces
  - Helping workplaces develop occupational health and safety programs in approximately 1,600 prescribed higher-risk workplaces (Table 7 employers), including about 400 new programs each year
- Improve compliance with Saskatchewan legal standards for healthy and safe work by making sure they are known and enforced through:
  - 3,000 on-site inspections
  - Reviews of 300 health and safety programs in higher risk and/or workplaces with higher than average injury or illness rates
- Provide health and safety services for workplaces to reduce hazards to meet health and safety standards by:
  - Undertaking applied research to reduce workplace hazards in at least 10 targeted industries and occupations
  - Providing technical services in such areas as hygiene, ergonomics and radiation
  - Providing information, education and training
- Increase healthy and safe work practices as part of community and workplace cultures through:
  - WorkSafe Saskatchewan promotion activities such as the WorkSafe website with over 1,000 articles
  - Partnerships with public and private agencies , such as North American Occupational Safety and Health (NAOSH) Week
- Help young people make the transition from school to work by providing training to 160 teachers to deliver work skills education to approximately 4,000 students.
- Amend *The Workers' Compensation Act* to recognize certain forms of cancer as compensable for workers employed as full-time firefighters.

What are we measuring?

Measure

Percentage of Saskatchewan workers who are working in provincially-regulated workplaces [with 10 or more workers] that have Occupational Health Committees.

Saskatchewan has developed a *Workplace Responsibility System* based on the active participation of employers and workers to meet or exceed OHS standards. Committees are a critical part of this self-monitoring system that keeps workplaces safe. They promote workplace safety in several ways, including workplace inspections, education, promotion/ awareness initiatives and minutes that record committee activities to resolve workplace hazards. All provincially-regulated workplaces with 10 or more workers are required to have Occupational Health Committees (OHC) comprised of workers and employer representatives.

The number of workers covered by active OHCs is divided by the estimated number of workers in provincially-regulated workplaces with 10 or more workers. The number of active OHCs and workers covered is derived from information required to be submitted by the OHCs to the Department on a quarterly basis. The estimated number of workers at workplaces required to have an OHC is derived from WCB employer data and Statistics Canada. The OHC is a key mechanism to promote worker involvement and shared responsibility for workplace health and safety.

The Department has direct influence over the percentage of workers covered by OHCs to the extent the legislated requirements are enforced. The actual rate of compliance will be impacted by the commitment of employers to implement and support an OHC, particularly in smaller, more transient workplaces. An accurate estimate of the number of workplaces and number of workers that require an OHC is difficult to obtain.

Where are we starting from?

69%
[2003]

What are we measuring?

Measure

Lost time injury rate.

The lost time injury rate measures the number of injuries reported to, and accepted by, WCB per 100 full-time equivalent workers. The number of WCB accepted claims in a calendar year involving lost time from work is divided by the estimated number of full-time equivalent workers based on Statistics Canada industry average wage data and WCB payroll information. As not all workers are covered by WCB, not all workers report injuries or illnesses and the estimated number of full-time workers is a derived number, the rate is only a proxy for the actual number of workplace injuries or illnesses. Generally, the estimated rate has decreased about 30% over the last 30 years, but has levelled off the last five years. Increasing awareness, especially among young workers, of the need to report injuries may be increasing the estimated rate. A reduction in the number of lost time claims will be indicative of fewer workers being injured or becoming ill on the job.

This measure is commonly used in other jurisdictions and does provide an indicator of the relative number, type and severity of injuries for most workplaces. Based on WCB statistics, not all workers are covered, notably most farmers and farm workers are excluded. The data are based on reported and accepted claims. Also, the data tends to focus on traumatic events, such as injuries rather than illnesses, and as different industries tend to have different reported injury rates, changes in type of employment can affect the overall rate.

The department has a low level of influence on the overall workplace injury rate. Economic factors among many others influence, on a yearly basis, workplace injuries.

Where are we starting from?

4.95 workers per 100 workers per year
[2002 – preliminary data]

What are we measuring?	Where are we starting from?
Measure Percentage of Practical and Applied Arts high school students receiving occupational health and safety orientation as part of the Ready to Work Program. Learning opportunities that are provided for high school students by Practical and Applied Arts teachers who have been trained in the Ready for Work program, which promotes understanding about workplace safety, fairness and cooperation, and helps prepare young people to participate productively in the workplace. Saskatchewan Labour has no influence over the Practical and Applied Arts courses that are offered in provincial high schools. However, through our ongoing collaborative working relationship with the Curriculum Branch of Saskatchewan Learning, the Department has a moderate level of influence over the training of Practical and Applied Arts teachers in the Ready for Work Program. It is reasonable to assume that an increase in the number of teachers and students exposed to Ready for Work resources will be realized as a result of occupational health and safety and labour standards objectives being included as part of the core curriculum for Career and Work Exploration.	Approximately 13% [2002-03]

Objective 2 – Improved work-family/life balance

The significant increase in the number of dual-earner families (and lone parent families) has intensified the stress and fatigue many employees experience as they attempt to balance the needs of their jobs and their families. Employers' interest has heightened in this issue as research shows that work-family conflict impacts on the economic well being of business and service organizations in the private, public, and non-profit sectors. The Work and Family Unit was established to assist all sectors in the province to strengthen their capacity to develop workplaces that are more family-friendly.

Key Actions for 2003-04

- Implement the work and family/life planner (which describes how to achieve sustained workplace culture change, including attitude and value change) within 12 Saskatchewan workplaces, which may have a range of 10 employees to 2-3,000.
- Implement the "train the trainer modules," which cover seven steps (from awareness to measuring the impact of successful change) involved in workplace culture change, in partnership with HR Associations, and possibly SIAST and the University of Saskatchewan / University of Regina.
- Develop response to the federal-provincial recommendation for jurisdictions to implement an incentive or awards program to encourage workable and co-operative ways to increase work-life balance.

What are we measuring?	Where are we starting from?
The extent to which our program is building capacity in all sectors – business, labour, community, and government – to create more family-friendly workplaces. ***Measure*** The number of workplaces/organizations that request/receive assistance in becoming aware of work and family issues. This measure is a reflection of voluntary involvement of employers, employees, and organizations in becoming more family-friendly. Level is unpredictable and influenced by factors such as other workplace issues, change in HR personnel, and availability of management time.	30 [2002/03]

What are we measuring?	Where are we starting from?
Measure The number of work and family community-based partnerships. This measure is a reflection of the capacity-building approach to assisting workplaces and communities to develop community-based partnerships. Whether these groups really 'gel' is a product of numerous contextual factors over which we have little control.	3 [2002/03]

What are we measuring?	Where are we starting from?
Measure The number of workplaces that we are assisting to make sustained culture change Sustained culture-change refers to a process, which develops a family-friendly approach to many aspects of work, including work arrangements, management style and the overall attitudes and values within the work environment. Many factors such as economic well being and organizational readiness, as well as our limited marketing resources, reduce the level of influence we have in this objective.	1 [2002/03]

Goal 4 – Equality of Saskatchewan Women

Objective 1 – Increased reflection of issues affecting women in government policies

The Government of Saskatchewan recognizes and appreciates women's diverse contributions to the success and prosperity of this province. Women are capable of playing a key role in the economic, social, political and cultural development of Saskatchewan, but they still face barriers that prevent them from participating fully. Issues such as balancing work and family, women's care-giving responsibilities for children and the elderly, violence in the home and harassment in the workplace, adequate housing and health care, employment and training needs, not only affect women and their families, they affect society as a whole and governments at all levels. Saskatchewan women represent a substantial and valuable pool of human resources. If their collective potential is to be fully realized, governments need to respond to the issues and barriers they confront in ways that are innovative and productive.

It is important to note that some women, particularly Aboriginal women, visible minority women, and women with disabilities, face additional barriers and challenges to achieving equality. Policies and programs, to be fully effective, must respond to diversity as well as gender to facilitate the achievement of all women's full potential.

The Status of Women Office was established within Saskatchewan Labour to provide leadership to government on policy direction affecting the status of women in Saskatchewan to coordinate government's response to women's equality issues.

It's main responsibilities are to provide cross-government policy coordination on women's issues, facilitate gender-based analysis training for senior decision-makers and policy analysts and to be a single window into government for women, women's organizations and organizations that serve women.

Integral to the work are Advisors on Women's Policy, who are located in every department as well as the Crown Investments Corporation and Executive Council, and the women's community, who will work together to develop an action plan for Saskatchewan women. Under the leadership of the Status of Women Office, the Plan will move women forward in many aspects of their lives—economically, socially, politically and culturally. Equality is essential to ensuring Saskatchewan is a province with a wide-open future. The Action Plan for Saskatchewan Women will demonstrate government's firm commitment to Saskatchewan women.

Key Actions for 2003-04

- Develop and publish an *Action Plan for Saskatchewan Women* based on consultations with community stakeholders and the Interdepartmental Committee of Advisors on Women's Policy. Implementation of the plan will be ongoing based on government response to issues and annual community input into the Action Plan.
- Provide two or three yearly training sessions to managers and senior policy analysts and Advisors on Women's Policy to support the integration of Gender-Based Analysis (GBA) into government decision-making.
- Provide expert advice, analysis and resources in the area of pay equity to between 10 and 20 government agencies and workplaces impacting 10,000 – 15,000 employees.

Where to Obtain Additional Information

If you have any questions or comments about the plan, or would like additional copies, we invite you to call:

Saskatchewan Labour
Communications Branch
(306) 787-3637

or visit us online at:

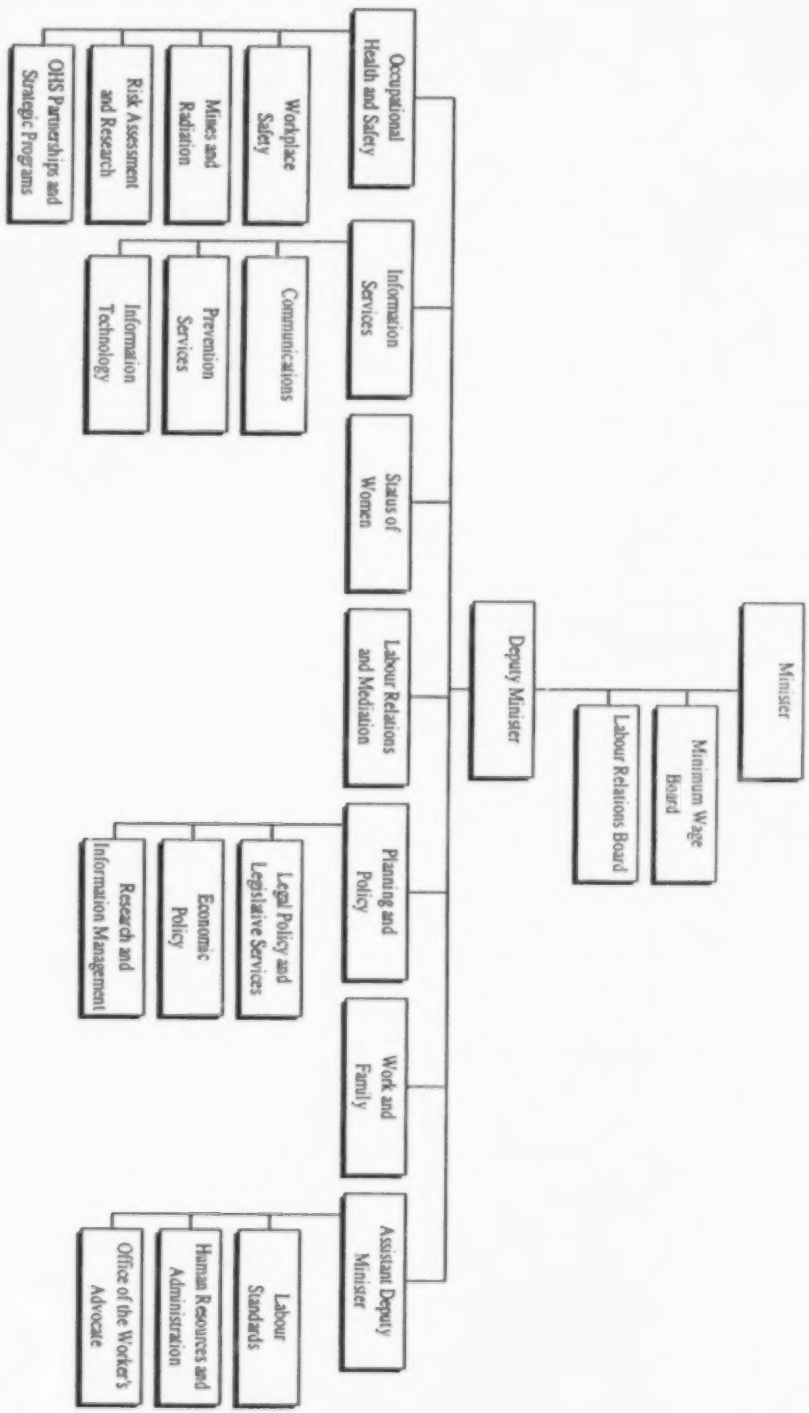
http://www.labour.gov.sk.ca

For additional information, visit:

http://www.readyforwork.sk.ca
http://www.swo.gov.sk.ca
http://www.workandfamilybalance.com
http://www.worksafesask.ca
http://www.sasklabourrelationsboard.com

Appendices

Appendix A: Organization Chart (as of March 31, 2003)



Appendix B: Changes to 2002-03 Performance Measures

During the course of the year, the Department uses its performance plan to guide its work. At set intervals we monitor and evaluate the results associated with our performance measures. As we gain experience in both monitoring and evaluating our measures, we will encounter situations where we determine that a particular measure is not suitable for future use or where there is a need to change the methodology associated with the generation of the measurement results. This is a natural part of the evolution in adopting a planning, measuring and reporting framework.

During the 2002-03 fiscal year, the Department attempted to establish data sources for two performance measures that were published in our 2002-03 Performance Plan. Upon further investigation, it was determined that these measures were not viable. Baseline data do not exist for these measures; consequently, as we are not in a position to report progress they have been replaced in our plan for 2003-04 and beyond with new measures.

The following are the two performance measures that we have been unable to report progress and a description of the problems that we encountered.

Level of Compliance with *The Labour Standards Act*

Compliance to Labour Standards legislation is a difficult measure to capture. Subjective analysis, assessments based on snapshots or monitoring that have short time spans have limited value. One-time snippets do not offer continuous feedback. Continuous feedback is costly.

Since *The Labour Standards Act* is based on a voluntary compliance model supported by active intervention as needed, the Department believes that the number of complaints filed or interventions required over a 12-month period as a percentage of the non agricultural workforce is a useful indicator of compliance.

The data will be based on a 12-month period and the monitoring costs are manageable. Accordingly, this latter measure will be adopted for 2003/04 on onward. As other cost effective measurements are developed or identified, the department is prepared to adopt and/or adapt.

More positive collective bargaining relationships reported in workplaces where services have been provided

The Labour Relations & Mediation Division has no control or influence over the level of conflict experienced in collective bargaining or the interpretation of collective agreements. These services are provided on a voluntary basis. The parties request an intervention to assist them in moving their negotiations along or in mediating a dispute. These services are demand-driven, and are not determined by the Division in advance. In addition, work undertaken by the Division is cyclical in nature – that is, impacted by the expiration of collective bargaining agreements throughout the province. Consequently, this measure will not be used in the future and new measures were developed for fiscal year 2003-04 [see page 28].

Appendix C: Legislation administered by Saskatchewan Labour

The Building Trades Protection Act
The Construction Industry Labour Relations Act, 1992
The Employment Agencies Act
The Fire Departments Platoon Act
The Health Labour Relations Reorganization Act
The Human Resources, Labour and Employment Act
The Labour-Management Disputes (Temporary Provisions) Act
The Labour Standards Act
The Occupational Health and Safety Act, 1993
The Radiation Health and Safety Act, 1985
The Trade Union Act
The Victims of Workplace Injuries Day of Mourning Act
The Wages Recovery Act
The IPSCO Inc. and United Steelworkers of America, Local 5890, Collective Bargaining Act